State Of Montana

Department of

Administration

Information

Technology Plan

FOR FY2010 - FY2015 IT PLAN UPDATE

Prepared By:

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DEPARTMENT OF ADMINISTRATION

DIRECTOR'S OFFICE

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EXECUTIVE SUMMARY

I am pleased to present the 2010-2015 Department of Administration (DOA) Information Technology (IT) Plan. This plan outlines the role of information technology within the DOA and summarizes the major information technology initiatives of the DOA for fiscal years 2010-2015.

The DOA provides an array of support and regulatory services to a variety of customers, including other government agencies, employees and citizens. The DOA's mission statement "**To Serve, Satisfy and Support Our Customers**" drives the action of every employee in the DOA.

The DOA has identified three main goals to support its mission:

1. **Provide services based on standards, best practices, and fiscal sustainability.**

2. **Emphasize efficiency, reliability, transparency, and leadership.**

3. **Build and maintain relationships to support effective government**

The DOA also recently created and filled the position of Information Technology Manager. The IT Manager provides leadership and guidance to the DOA and ensures that IT efforts across the department are coordinated.

I strongly believe the strategic deployment of information technology is vital to successfully supporting the mission and achieving the goals of the DOA. This plan provides a solid framework to enable the DOA to provide improved government services and better value to the citizens of Montana.

Janet R. Kelly, Director

Department of Administration

SECTION 1: AGENCY CONTACT INFORMATION

Agency Name:

Role: Plan Owner

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SECTION 2: AGENCY IT MISSION

2.1 Agency IT Mission Statement

The Department of Administration's mission is to serve, satisfy and support our customers.

SECTION 3: AGENCY SECURITY PROGRAM

3.1 Security Program

The Department of Administration (DOA) is currently at the nascent stages of developing a department-specific Information Security Program. Currently, security issues are addressed within the DOA by each division according to the risks, available resources and business drivers of each division. The DOA IT Manager functions as the coordinator between the Information Technology Services Division (ITSD) and the business units in developing, implementing and maintaining a department-wide information security program.

ITSD provides information technology services to the various divisions of the Department of Administration through service level agreements and therefore, compliance with ITSD's policies and practices, including information security, are implicitly adopted.

By applying the NIST framework for the development of a security program ITSD will reduce the risks that the Department is exposed to through the use of information and information systems. The objectives of this program are to: conduct periodic assessments of risks; develop and publish policies and procedures that are based on risk assessments; conduct security awareness training; conduct periodic testing and evaluation of the effectiveness of information security policies, procedures, practices, and security controls; develop a process for planning, implementing, evaluating, and documenting remedial actions; develop procedures for detecting, reporting, and responding to security incidents; and develop plans and procedures for continuity of operations

The Security and Continuity Services (SCS) organization within ITSD will facilitate and coordinate the Continuity of Operations (COOP) planning for the DOA. Production and Development instances of the Living Disaster Recovery Planning Software (LDRPS) have been installed in ITSD's enterprise data center. SCS staff is completing the configuration of the software, establishing links to other data sources such as SABHRS HR, and defining planner "navigators" for agency staff to enter agency specific data into LDRPS. The "navigators" will simplify data entry and ensure an appropriate level of security for the data being entered into LDRPS. SCS staff is defining appropriate training levels necessary for individuals involved in COOP planning and coordinating the acquisition and delivery of the necessary training.

SCS staff will provide general direction and one-on-one assistance to the DOA for completion of COOP planning in LDRPS. They will also facilitate exercises/drills of the agency COOP plans. The on-going process for COOP planning will be data entry into LDRPS with plan publication, review and formal sign-off by agency management of the plan, and exercise/drill of the plan. This process will be scheduled annually to ensure the currency of the State's COOP plans to maintain compliance with Federal regulations.

SECTION 4: AGENCY IT PLAN – GOALS & OBJECTIVES

4.1 Goals

Goal Number 1:

ITG 1   **Provide services based on standards, best practices, and fiscal sustainability.**

Description: The Department of Administration will deploy information technology projects based on industry standards, best practices and sound financial planning.

Benefits: This goal recognizes that information technology is critical for the delivery of services and must be deployed with growth, manageability and financial viability in mind. Solutions that are based upon standards, follow best practices and are fiscally sustainable will enable the DOA to leverage existing efforts and allow the delivery of more services at a lower cost.

Which state strategic goal(s) and/or objective(s) does your goal address: Provide services based on standards, best practices, and fiscal sustainability.

Supporting Objective/Action

ITO 1-1   **Increase the availability and use of alternative education delivery models to supplant classroom instruction, reduce costs, and increase outreach.**

Describe the business requirements or business problem driving this objective: Customer service/needs for efficient, effective, and reliable service are the primary drivers in meeting the Department's mission to "Serve, Satisfy and Support Our Customers" in a wide range of services provided to a diverse customer base.

Describe the benefits to be derived from the successful completion of this objective: Training improves job performance which in turn will improve customer service. e-Training improves efficiency and reduces expenses by reducing classroom instruction time, reducing travel costs and driving time to remote locations. Reductions in these overhead costs could be retained by agencies to allow for additional employee development opportunities. In addition, trainees potentially benefit from more convenient "on-demand" scheduling, reducing time away from their daily tasks.

Describe the anticipated risks associated with this objective: Developing courseware and supporting applications in a dynamic environment require that investments be made in areas where the relative stability of the technology and course content will insure a reasonable return on investment.

What is the timeframe for completion of this objective: Ongoing

Describe the critical success factors associated with this objective; i.e., how will you know when it has been successfully completed: Continual reduction in cost and staff effort spent providing training and learning.

Supporting Objective/Action

ITO 1-2   **Increase customer satisfaction by identifying and meeting customer expectations and requirements for new applications or enhancements to existing applications.**

Describe the business requirements or business problem driving this objective: Customer service/needs are the primary drivers in meeting the Department's mission to "Serve and Satisfy Our Customers" in a wide range of services provided to a diverse customer base.

Describe the benefits to be derived from the successful completion of this objective: Agencies and

Department customers benefit from improved, modern services that conform to industry standards and best practices. Additional employee self-service functionality, available in the newest version of the Oracle/PeopleSoft system, will relieve HR staff from responding to FAQs.

Describe the anticipated risks associated with this objective: Identifying customer expectations and developing a consensus on requirements is time consuming and may lead to expectations of applications that are not cost effective.

What is the timeframe for completion of this objective: This is a continuous process.

Describe the critical success factors associated with this objective; i.e., how will you know when it has been successfully completed: The degree of success will be measured by the user's acceptance of changes and nature customer feedback received.

Supporting Objective/Action

ITO 1-3   Ensure customer data is secure and that the Department maintains their individual privacy and integrity.

Describe the business requirements or business problem driving this objective: Provide quality, reliable and timely information to the public, governmental entities and the Legislature, while ensuring that "protected" information collected and maintained within Department systems is secure from unauthorized releases or access.

Describe the benefits to be derived from the successful completion of this objective: The Department benefits from improved willingness of customers to provide sensitive, private information. The customer benefits from the improved service delivery and reduced risk of releases of the sensitive information.

Describe the anticipated risks associated with this objective: There is a risk that a breach may occur before all security controls are adopted or fully implemented.

What is the timeframe for completion of this objective: Fiscal Year 2012

Describe the critical success factors associated with this objective; i.e., how will you know when it has been successfully completed: The degree of success will be determined by the absence of data security breaches.

Goal Number 2:

ITG 2   Emphasize efficiency, reliability, transparency, and leadership.

Description: The Department will leverage information technology to emphasize service delivery models that promote efficiency, reliability, transparency and leadership.

Benefits: Constituents, businesses and other government agencies now expect to conduct business and interact through technology. Web-based services are expected to be easy to use and provide a multitude of information be available. The MINE portal and SABHRS application provide the infrastructure to provide employees greater access to personal and general employee information, and provides the foundation for employee self-service. The Department also expects to extend web-based services to the general population and businesses. A number of web-based services are contained in this plan to extend benefits to the private sector.

Which state strategic goal(s) and/or objective(s) does your goal address: Emphasize efficiency, reliability, transparency, and leadership.

Supporting Objective/Action

ITO 2-1   Design and implement self-service applications to allow stakeholders to conveniently and efficiently conduct their business with the Department.

Describe the business requirements or business problem driving this objective: Customer service/needs for efficient, effective, and reliable services.

Describe the benefits to be derived from the successful completion of this objective: The Department's customers benefit from improved, modern services that can be accessed in a timely and cost effective manner.

Describe the anticipated risks associated with this objective: There are risks associated with the level of customer acceptance and information security that can be overcome with proper marketing and ensuring that security controls are in place.

What is the timeframe for completion of this objective: This is a continuous process.

Describe the critical success factors associated with this objective; i.e., how will you know when it has been successfully completed? Success will be determined by an increase in customer access and utilization of services.

Supporting Objective/Action

ITO 2-2   **Enable more efficient business processes by providing web-based services to eliminate paper forms, redundant processing steps, manual processes, and excessive data handling.**

Describe the business requirements or business problem driving this objective: Customer service/needs for efficient, effective, and reliable services

Describe the benefits to be derived from the successful completion of this objective: Users will enjoy the benefits of more efficient, modern business processes, while transactional processing and/or service costs of the Department are reduced.

Describe the anticipated risks associated with this objective: There are risks associated with the level of business unit acceptance.

What is the timeframe for completion of this objective: This is a continuous process.

Describe the critical success factors associated with this objective; i.e., how will you know when it has been successfully completed: Success will be determined on a case-by-case basis that demonstrate lower cost and improved efficiency required to provide a particular service or perform a business process.

Supporting Objective/Action

ITO 2-3   **Utilize industry standard methods and procedures for managing and deploying information technology across the Department.**

Describe the business requirements or business problem driving this objective: The Department must deploy and manage information technology assets in an efficient, effective, and reliable manner.

Describe the benefits to be derived from the successful completion of this objective: The Department will benefit by maximizing its information technology investments and enabling resources and efforts to be directed towards business and service activities.

Describe the anticipated risks associated with this objective: None

What is the timeframe for completion of this objective: On going

Describe the critical success factors associated with this objective; i.e., how will you know when it has been successfully completed?: Success will be determined on a case-by-case basis that demonstrate improved accuracy or efficiency required to provide a particular IT service or related business process.

5.1 IT Initiatives

Director's Office:

ITI-1 Title: Information Technology Infrastructure Management

Description: This initiative encompasses the efforts to manage DOA infrastructure in a proactive, efficient and effective manner. Infrastructure systems to be managed include: Network storage space, PC workstations, printers, software and IT service contracts.

EPP Number (if applicable): None. This initiative does not meet the threshold as defined in the Agency IT Plan instructions for inclusion as an IT Initiative; however it is included to provide guidance and benefit for the Department of Administration.

ITI-2 Title: Montana Operations Manual (MOM) Update

Description: This initiative will update and standardize the publishing of the MOM. It is expected to be accomplished through a system that will streamline the publishing process, ensure accuracy and enable information to be easier to find and use.

EPP Number (if applicable): None. This initiative does not meet the threshold as defined in the Agency IT Plan instructions for inclusion as an IT Initiative; however it is included to provide guidance and benefit for the Department of Administration.

Banking and Financial Institutions Division:

ITI-3 Title: Scheduling System and Workflow Management.

Description: System to enable the efficient scheduling of examinations and distribution of the workload for examiners. The system may also encompass workflow, to help automate regulatory processes and streamline customer interaction with the agency.

EPP Number (if applicable): None. This initiative does not meet the threshold as defined in the Agency IT Plan instructions for inclusion as an IT Initiative; however it is included to provide guidance and benefit for the Department of Administration.

ITI-4 Title: Document imaging system bank examiners conducting audits and examinations for depository and non-depository institutions (Division of Banking and Financial Institutions)

Description: System to enable the Division to reduce the amount of paper documents being produced and enable audit and examination information to be stored and accessed electronically by bank examiners in order to improve efficiency and provide better customer service with fewer delays and reduce the risks and costs associated with storing, transporting and using paper documents containing sensitive information.

EPP Number (if applicable): None. This initiative does not meet the threshold as defined in the Agency IT Plan instructions for inclusion as an IT Initiative; however it is included to provide guidance and benefit for the Department of Administration.

General Services Division:

ITI-5 Title: APPX System Update and Stabilization (Property and Supply Bureau)

Description: The APPX system is used for general accounting functions in the Property & Supply Bureau and is used for A/R, A/P and GL. The system was last upgraded about 7 years ago and needs to be upgraded to bring the underlying infrastructure (backups, security concerns, operating system compatibility) up to enterprise standards.

EPP Number (if applicable): None. This initiative does not meet the threshold as defined in the Agency IT Plan instructions for inclusion as an IT Initiative; however it is included to provide guidance and benefit for the Department of Administration.

ITI-6 Title: Procurement/Vendor Management System Upgrade (Mail and Print Bureau)

Description: The current system doesn't meet the business needs of the Bureau. Explore plans for moving forward to upgrade/replace the system.

EPP Number (if applicable): None. This initiative does not meet the threshold as defined in the Agency IT Plan instructions for inclusion as an IT Initiative; however it is included to provide guidance and benefit for the Department of Administration.

ITI-7 Title: MAC- Multi-Access Contract Management Service (Main Contract Repository

Description: Improve and enhance this system to enable vendors to self-report contract usage.

EPP Number (if applicable): None. This initiative does not meet the threshold as defined in the Agency IT Plan instructions for inclusion as an IT Initiative; however it is included to provide guidance and benefit for the Department of Administration.

ITI-8 Title: Facility Maintenance and Management Project Management and Workflow Automation

Description: The Facility Management Bureau has identified the need for improved scheduling, budgeting and spend reporting abilities on projects, especially towards the end of the financial year. Explore industry-specific solutions that capture workflow and data of the facilities management activities in order to provide more detailed reporting and help drive better program management in the Bureau.

EPP Number (if applicable): None. This initiative does not meet the threshold as defined in the Agency IT Plan instructions for inclusion as an IT Initiative; however it is included to provide guidance and benefit for the Department of Administration.

Health Care and Benefits Division:

ITI-9 Title: Worker's Compensation Data Warehouse

Description: In collaboration with the State Fund and The Montana Association of Health Care Purchasers (MAHCP), the Health Care and Benefits Division seeks to establish a data warehouse of worker's compensation information to enable better decision making and discover areas for cost savings and improved services.

EPP Number (if applicable): None. This initiative does not meet the threshold as defined in the Agency IT Plan instructions for inclusion as an IT Initiative; however it is included to provide guidance and benefit for Department of Administration.

ITI-10 Title: Paper-less Annual Change and On-line Benefits Enrollment

Description: This initiative will enable State of Montana healthcare benefit users to enroll or make annual changes electronically, eliminating paper processing and streamlining the data entry processing. The goal is to increase accuracy and reduce costs associated with paper forms and manual entry.

EPP Number (if applicable): None. This initiative does not meet the threshold as defined in the Agency IT Plan instructions for inclusion as an IT Initiative; however it is included to provide guidance and benefit for Department of Administration.

Risk Management and Tort Defense:

ITI-11 Title: Geographic Risk Information System – create interface for geographic information system (GIS) technology with existing Property/Casualty Information System.

Description: Incorporating GIS technology with the existing Property/Casualty System will enable RMTD to more accurately determine where and how its loss exposures are concentrated and enable more accurate insurance decision making and loss forecasting,

EPP Number (if applicable): None. This initiative does not meet the threshold as defined in the Agency IT Plan instructions for inclusion as an IT Initiative, however it included to provide guidance and benefit for Department of Administration.

ITI-12 Title: Risk Management and Tort Defense Information Systems Updates and Enhancements

Description: This initiative will update the underlying technology infrastructure of this system to modern technology and standards. This will enable easier support and modification to add features and capability to the system, especially in the areas forms and reporting.

EPP Number (if applicable): None. This initiative does not meet the threshold as defined in the Agency IT Plan instructions for inclusion as an IT Initiative; however it is included to provide guidance and benefit for the Department of Administration.

State Accounting Division:

ITI-13 Title: Projects and Contracts Management Software

Description: Several State agencies have identified a need for a system that provides project cost accumulation and contract billing capabilities to address their business requirements related to various federal and non federal programs and projects. Also, some State programs involve accumulating costs for projects that utilize multiple agencies (e.g. disaster emergencies). The current Statewide Accounting Budgeting and Human Resource System (SABHRS) enterprise solution provides the foundation for accounting and human resource business requirements; however it does not currently have project cost accumulation capabilities. We believe that the Oracle PeopleSoft Project Costing and Contracts solution, which integrates with the existing SABHRS enterprise solution, will assist State agencies with meeting these business needs. Currently, several states including various transportation departments indicated their

business process needs have been met by utilizing the Oracle/PeopleSoft solutions. The current software costs are $576,000 one time only with annual maintenance fees of $130,000. SABHRS Finance and Budget Bureau would anticipate implementing this solution over the next few years.

EPP Number (if applicable): None. This initiative does not meet the threshold as defined in the Agency IT Plan instructions for inclusion as an IT Initiative; however it is included to provide guidance and benefit for the Department of Administration.

ITI-14 Title: Transparency - State Accounting Bureau will be looking at solutions that will enable the Bureau to meet the expected increased demand for more government transparency in the coming years.

Description: Transparency promotes accountability and provides information for citizens about what their Government is doing. The DOA will explore ways, consistent with law and policy, to disclose information rapidly in forms that the public can readily find and use and harness new technologies to put information about DOA operations and decisions online and readily available to the public. The DOA will also solicit public feedback to identify information of greatest use to the public.

EPP Number (if applicable):. None. This initiative does not meet the threshold as defined in the Agency IT Plan instructions for inclusion as an IT Initiative; however it is included to provide guidance and benefit for the Department of Administration.

ITI-15 Title: Comprehensive Annual Financial Reporting Solution (CAFR) nVision Improvements

Description: This will allow the Department to improve the Comprehensive Annual Financial Report (CAFR) preparation. The CAFR preparation currently relies on a combination mainframe (COBOL) and Microsoft access process. The improvements will eliminate the need for the mainframe and lotus schedules and will allow for a simplified load of information from SABHRS. This software will be maintained by the SABHRS Finance and Budget Bureau staff in addition to an internal programmer. This will provide for more depth in the CAFR process and less risk for the State.

EPP Number (if applicable): None. This initiative does not meet the threshold as defined in the Agency IT Plan instructions for inclusion as an IT Initiative; however it is included to provide guidance and benefit for the Department of Administration.

ITI-16 Title: Changes to MBARS (State Accounting Division)

Description: The application currently utilized by Montana to accomplish legislative budgeting activities (MBARS) is ten years old and it was built using dated languages and technologies and it is not well-positioned to react to changes in historical business processes. As a result, process owners are investigating the feasibility of modifying the current system, purchasing a new system, or building a new system in order to be better-positioned and to provide additional flexibility. The SABHRS Finance and Budget Bureau in the State Accounting Division (SAD) of the Department of Administration will take the lead on the project with involvement from the two process owner offices…the Governor's Office of Budget and Program Planning (OBPP) and the Legislative Fiscal Division (LFD).

EPP Number (if applicable): None. This initiative does not meet the threshold as defined in the Agency IT Plan instructions for inclusion as an IT Initiative; however it is included to provide guidance and benefit for the Department of Administration.

ITI-17 Title: Statewide Accounting Budgeting and Human Resources System (SABHRS) Upgrades and Enhancements - FS

Description: Enhance and improve SABHRS. SABHRS requires periodic upgrades to maintain support and maintenance from the vendor. The upgrades also provide functionality and system support improvements.

EPP Number (if applicable): None. This initiative does not meet the threshold as defined in the Agency IT Plan instructions for inclusion as an IT Initiative; however it is included to provide guidance and benefit for the Department of Administration.

State Human Resources Division:

ITI-18 Title: State Employment Application System Enhancements.

Description: Enhance and improve the State Employment Application System. "Backside" improvements include workflow automation process improvements.

EPP Number (if applicable): None. This initiative does not meet the threshold as defined in the Agency IT Plan instructions for inclusion as an IT Initiative; however it is included to provide guidance and benefit for the Department of Administration.NA

ITI-19 Title: Performance Management System.

Description: Explore solutions for developing a Performance Management System. This system would automate the employee appraisal process and provide a system to support more effective employee performance management.

 EPP Number (if applicable): None. This initiative does not meet the threshold as defined in the Agency IT Plan instructions for inclusion as an IT Initiative; however it is included to provide guidance and benefit for the Department of Administration.

ITI-20 Title: Statewide Accounting Budgeting and Human Resources System (SABHRS) Upgrades and Enhancements - HR

Description: Enhance and improve SABHRS. SABHRS requires periodic upgrades to maintain support and maintenance from the vendor. The upgrades also provide functionality and system support improvements.

EPP Number (if applicable): None. This initiative does not meet the threshold as defined in the Agency IT Plan instructions for inclusion as an IT Initiative; however it is included to provide guidance and benefit for the Department of Administration.

SECTION 6: ENTERPRISE ALIGNMENT

6.1 State Strategic Plan for IT Alignment

Please indicate which Communities of Interest your agency plans to be involved in. Agencies are asked to select at least one, but can select as many as needed. Further planning work by the communities of interest will take place following submission of agency IT plans.

☑ Government Services

☐ Public Safety

☑ Human Resources

☐ Environmental

☐ Education

☐ Economic

☐ Cultural Affairs

☑ Finance

Section 7: Expenditures

7.1 Planned Agency IT Expenditures (Pat)

Expense Category	FY2010		FY2011		FY2012		FY2013		FY2014		FY2015
Personal Services	**2,247,817**		2,323,030								
Operating Expenses	**3,789,889**		3,894,932								
Initiatives											
Other expenditures	**83**		87								
Totals	6,037,789		6,218,049		0		0		0		0

NOTE: As of April 29, 2010, these figures are estimates and subject to change. FY2012 and beyond figures are still being developed.

SECTION 8: ENTERPRISE IT INVENTORY

8.1 Inventory Update

Has the Agency updated their IT Inventory Database as outlined in Section 8 of the instructions? Yes*

Date that Agency last updated their IT Inventory: 2010.

* The DOA expects to conduct a comprehensive review and update of the inventory in mid-2010.

SECTION 9: ADDITIONAL INFORMATION - OPTIONAL